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Action Status:

(Closed) - Action is Closed

Action Details

Priority:

Action Number & Title: 2944.2.2 - Culture of All Work Is Planned

Condition Number & Title: [2944.2](#) - Work Planning & Control Improvement Initiatives

Assessment Number & Title: [2944](#) - ISM/Safety Improvement Project

Action Owner: Johnson, Christopher

Action Delegate: Coleman, Steven

Carbon Copies:

Distribution:

Family Name: Director

Access Status: Public

Owning Organization: DE

Description: Provide training on the Event/Issues Management processes and SA revisions to applicable Laboratory Management, Supervisors and staff. Consider week long luncheon training sessions.

History: Create a Culture of "All Work is Planned" and Develop Supporting Procedures and Methodologies
Over 80% of the work performed at BNL in the non-science areas is handled as "skill of the worker", as evidenced in a recent survey done in Facilities & Operations. In practice, there is an apparent bias toward informal work planning or the "skill of the worker" approach, rather than utilizing the more formal Work Permit process. In recognizing this bias, the Laboratory has aggressively pursued OHSAS 18001 that features a Job Risk Assessment (JRA) and a Facility Risk Assessment (FRA) process with substantial worker involvement. These processes effectively introduce formal hazards analysis and mitigation to the routine tasks typically associated with SOW jobs. About 2/3 of the Laboratory's organizational units, including all of those using craft labor, have been registered. However, the Laboratory has not yet set expectations for integrating JRAs and FRAs into WP&C, nor how hazards and mitigation strategies are communicated to the workers. This corrective action will develop those expectations.

Another area needing improvement is the methodology for integrating multiple job-related

hazards into the work planning process, particularly as it impacts “skill of the worker” in multi-craft jobs.

The following actions will reverse the bias toward SOW and drive a culture where all work is planned using a graded approach. The principal action here is developing methodologies to bridge the gap between “skill of the worker” and the Work Permit process. It will involve adding some formality to the present informal, undocumented work screening and planning processes that are used in many areas of BNL.

- Revise current WP&C processes to reverse the bias toward skill of the worker determinations, so that the latter will be the exception.
- Develop criteria to clarify when “skill of the worker” may be used (consider changing “skill of the worker” to “worker-planned” work, and require workers to use a hazard checklist).
- Integrate hazards-analysis requirements into skill of the worker determinations.
- Develop a process to communicate hazards to workers for skill of the worker jobs.
- Develop a process to fully integrate JRAs and FRAs into the WP&C Process.
- Improve processes for hazard analysis and mitigation where there are multiple interacting hazards, e.g. multi-craft jobs.
- Develop intermediate work planning methodologies to bridge the gap between Skill of the Worker and the formal Work Permit.
- Integrate Lessons-Learned data into all Work Planning & Control processes.
- Develop requirements for considering multiple hazards and their interaction.
- Revise WP&C Management System Description and Subject Areas as needed.

On May 30, 2007 the ISM Project Manager extended this action item to July 25, 2007. The work planning and control framework and subject area changes are in progress and not expected to be completed until late in the 4th quarter.

Enhanced WP&C subject area completed and implementation plan for rollout is attached.

**Due Date
Postponed:** 0 Time(s)

**Service
Request
Number:** WBS 2.1.2

Key Word: Work Planning

File Attachments:

WP&C Ops 7/25/2007 5:06:04 PM coleman
File Size: 308736
File Type: DOC File

Implementation Plan 7/25/2007 5:06:43 PM coleman
File Size: 59904
File Type: DOC File

Action Dates

Date Opened: 11/21/2005 1:39:10 PM

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Date Closed: 7/25/2007 5:07:20 PM

Last Edited: 7/25/2007 5:07:20 PM by coleman



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The logo for the Assessment Tracking System (ATS) is displayed. It consists of the text "ATS (Assessment Tracking System)" in a black, cursive-style font, centered on a light yellow, rectangular background that resembles a piece of paper or a label. The background has a slight drop shadow, giving it a three-dimensional appearance as if it's floating or attached to a surface.